

7. COMPETENCE: LEADERSHIP | MANAGING PEOPLE

The Bachelor of Science provides direction and guidance for organisational processes and the employees involved in them in order to achieve the goals of the division/department or the project which he is managing.

	Level I	Level II	Level III	Level IV
	The student <i>provides employees with assistance and guidance when asked to do so.</i> He demonstrates this by:	The student <i>provides employees with assistance and guidance in order to improve performance.</i> He demonstrates this by:	The student <i>ensures that team members' goals and roles have been defined and helps the members to achieve the team goals.</i> He demonstrates this by:	Experienced professional (see description of competence above). He demonstrates this by:
a	Showing that he understands the place and role of his part of the organisation (internship/graduation project)	Bringing his own knowledge and understanding to bear in approaching new activities in the organisation.	Ensuring that employees are clear about what their role is in achieving the organisation's goals and supervising them in this regard.	Having a vision for his part of the organisation and communicating it.
b	Helping to allocate tasks and work.	Providing assistance in solving problems in scheduling and prioritising work.	Specifying how tasks should be allocated when scheduling work, as well as providing a timetable, setting priorities and listing other constraints in terms of time, money, quality, information and organisation.	Working on the basis of a project and according to a plan.
c	Being approachable and accessible for employees, fellow students and lecturers.	Motivating employees	Delegating tasks to employees according to their job and qualities.	Coaching employees by inspiring, persuading and motivating them, showing them respect, encouraging collaboration and delegating.
d	Being honest and reliable towards employees, fellow students and lecturers.	Calling employees to account for the way they deal with colleagues.	Being open and clear about his own position and helping to resolve conflicts.	Acting as a role model for employees.
e	Supporting others in their initiatives.	Encouraging employees to develop new initiatives themselves.	Helping employees to develop their initiatives.	Giving employees a feeling of shared responsibility.
f	Contributing to staff and progress meetings on the basis of his own work.	Sharing ideas with other employees at staff and progress meetings and taking the initiative to solve problems.	Allowing participants at the meeting to make a specific contribution based on their role in the team.	Chairing meetings, including progress meetings.
g	Giving a clear and unambiguous explanation or instructions about a task to be performed.	Consulting with other employees to reach a common goal.	Managing employees' progress to achieve the specified goals.	Communicating in a task- and process-oriented way.
h	Giving employees an insight into the importance of the constraints of the project.	Adjusting an existing schedule by agreement to remain within the stated constraints.	Allocating tasks to those participating in the project so as to achieve the best possible results within the constraints.	Managing a project in terms of time, money, quality, information and organisation.